

Civilian Personnel ALTERNATIVE WORK SCHEDULES

This regulation provides policies and procedures for the proposed alternative work schedules within the command. Supplementation is prohibited.

1. PURPOSE. To prescribe the policies and procedures for the proposal, development, negotiation, testing and implementation of alternative work schedules (AWS) within the command.

2. SCOPE. This regulation applies to all Transportation Center and Fort Eustis/Fort Story activities, and to tenant activities wishing to participate in the AWS program.

3. OBJECTIVES.

a. To provide for scheduling alternatives to increase productivity, improve and expand customer service, reduce overtime requirements, and enhance employee morale.

b. To capitalize on the potential benefits of an AWS program through maximum cooperation between management and employees and their Union representatives.

4. POLICY. Alternative work schedules are encouraged to enhance mission performance, expand office coverage, and to accommodate employees; e.g., carpools, family care arrangements.

5. DEFINITIONS.

a. **Basic Workweek and Work-Hours.** The basic workweek is five, 8-hour workdays, Monday through Friday. Basic work-hours are 0730 through 1630 with an hour lunch period.

b. **Alternative Work Schedules (AWS).** Work schedules other than the "basic workweek" and work-hours. In this regulation, AWS includes flexible work schedules (FWS) and compressed work schedules (CWS) unless otherwise specified.

c. Flexible Work Schedules .

(1) For full-time employees, work schedules that allow varied arrival/departure times around core hours, but maintain an eight-hour day, 40-hour week, 80-hour pay period.

(2) For part-time employees, work schedules that allow varied arrival/departure times for less than 40 hours per week or 80 hours per pay period.

d. Compressed Work Schedules.

(1) For full-time employees, work schedules with fewer, longer workdays within an 80-hour pay period; i.e., longer than 8-hour workdays, but less than 5 workdays a week or 10 workdays in a pay period.

(a) "5-4/9": A CWS in which employees work 9 hours daily for 8 days, 8 hours on 1 day, and have 1 day off during each pay period.

(b) "4/10": A CWS in which employees work 10 hours daily for 8 days and have 2 days off during each pay period, normally 1 day each week.

(2) For part-time employees, work schedules with less than 80 hours per pay period, but which may have longer than 8-hour workdays, but less than 5 workdays a week or 10 workdays in a pay period.

e. **Credit Hours.** Any hours within a flexible work schedule that an employee elects to work so as to vary the length of a workweek or workday.

f. **Core Hours.** 0900 through 1500 on scheduled workdays, including scheduled lunch and rest periods.

g. **Head of Tenant Activity.** The senior official of any tenant activity, whether denominated as Commander, Assistant Commandant, Director or otherwise.

h. **Director.** USATCFE Staff Directors and Chiefs of Staff Offices and activities, and equivalent tenant activity positions.

i. **Supervisor.** First-line supervisor, unless otherwise indicated or qualified.

j. **Union.** The exclusive representative of employees as certified by the Federal Labor Relations Authority.

6. GENERAL.

a. **Proposals.** Alternative work schedule proposals may be initiated by Directors, Unions, supervisors, or employees, and will be processed in accordance with (IAW) applicable law and regulations, and this TCFE Regulation. Exceptions to the guidelines

in this regulation require the approval of the United States Army Transportation Center, Fort Eustis (USATCFE) Chief of Staff or head of tenant activity.

b. **Eligibility.** Although AWS are encouraged, activities will maintain normal business hours. Employees in multiple, successive shift operations are ineligible for AWS, FWS, or CWS. Other employees or work centers may be ineligible to participate due to the nature of positions and missions, and potential adverse impact on mission accomplishment. Only directors, however, may exclude positions from eligibility. Decisions to exclude a position or group of positions from these programs will be based on legitimate mission concerns after careful consideration of alternatives.

c. **Participation.** Participation in AWS will be voluntary. In FWS work centers, employees who elect not to participate will work normal, established tours of duty. In CWS work centers (testing or implementation), employees who elect not to work CWS must work the basic 40-hour workweek, with or without FWS if applicable in their work center.

d. **Union Consultation.** Testing or implementation of any CWS or Credit Hours Program requires notice, consultation, and if requested, negotiation, with applicable Union representatives.

e. In cases where employee tours of duty begin or end when no supervisor is on duty, supervisors may require employees to sign in on a manual log or automated system to establish accountability for pay purposes.

7. FLEXIBLE WORK SCHEDULES.

a. **Authority.** Supervisors are authorized to approve FWS in their work centers IAW this regulation.

b. **Overtime, Leave and Holidays.** Overtime, leave and holidays for FWS are governed by applicable law, regulations, and negotiated agreements.

c. **Tour of Duty Guidelines.** Authorized FWS employees may choose arrival and departure times, subject to supervisory approval and the following "core hour" requirements:

(1) Arrival between 0600 and 0900 .

(2) Departure between 1500 and 1800 .

(3) Rest and uncompensated lunch periods for FWS are governed by applicable law, regulations and negotiated agreements.

d. **Procedures.** In approved FWS work centers --

(1) Current employees may establish FWS upon written request (example at Appendix B) one pay period in advance. New employees may request FWS in writing on their first day on duty without advance notice.

(2) Tours of duty will be set in advance, in writing. Employees wishing to change an existing FWS for one or more days will request approval from their supervisor a full workday in advance of the effective date of the change.

(3) Where multiple FWS requests conflict, supervisors may consider the following in deciding which requests to approve:

(a) Mission requirements.

(b) Skills needed.

(c) Each employee's past performance, to include attendance record and demonstrated ability to work independently without close supervision.

(4) Supervisors may direct changes in working hours or change employees to regular work schedules when warranted by mission requirements.

e. **Employee Responsibilities.** Participating employees --

(1) Must be present for duty during "core hours" (0900 to 1500), except for excused absences or leave.

(2) Must account for 8 hours of duty time each workday. Excused absences and leave periods are included in determining accrual of the 8 hours.

f. **Evaluation.** Periodically, supervisors, Union representatives and employees may be asked to evaluate the FWS program for effectiveness and impact on mission accomplishment. Aspects to be considered include:

(1) Impact on productivity.

(2) Impact on delivery of services to public/ customers.

(3) Impact on cost of operations.

(4) Impact on leave use.

(5) Impact on absenteeism or tardiness.

(6) Impact on morale of work force.

(7) Impact on supervisory administrative requirements.

(8) Impact on participation in carpools.

(9) Recommendations to continue, modify, or drop FWS.

8. COMPRESSED WORK SCHEDULES.

a. **Authority.** Approval authority to test, implement, or disapprove CWS is reserved to the USATCFE Chief of Staff and heads of tenant activities. Management authority to propose, develop, negotiate, or recommend nonparticipation in CWS is delegated to Directors. Union proposals will be referred to appropriate directors for consideration, development and/or negotiation, and recommendations as appropriate.

b. **Overtime and Compensatory Time Off.** CWS employees will not receive overtime or compensatory time for work in excess of 8 hours per day or 40 hours per week, unless such hours are in excess of their CWS tour of duty and /or 80 hours in a pay period.

c. Holidays.

(1) A full-time employee who is relieved or prevented from working on a day designated as a holiday (or an "in lieu of" holiday) is entitled to pay for the number of hours he/she normally would have been scheduled to work that day.

(2) If a holiday falls on a day during a part-time employee's tour of duty and the employee is relieved or prevented from working on that day, the employee is entitled to pay for the number of hours he/she normally would have been scheduled to work that day.

(3) Holidays falling on nonworkdays.

(a) When the holiday falls on Sunday, the first regularly scheduled workday following the Sunday-holiday is the employee's "in lieu of" holiday. For example: If the employee is regularly scheduled to work Tuesday through Friday and Sunday is a holiday, the employee's in lieu of holiday will be the following Tuesday.

(b) When the holiday is not a Sunday, the last regularly scheduled workday preceding the holiday is the employee's "in lieu of" holiday. For example: If the employee is regularly scheduled to work Tuesday through Friday and Monday is a holiday, the employee's in lieu of holiday will be the preceding Friday.

d. Holiday Pay.

(1) A full-time employee under a CWS program who performs nonovertime work on a holiday (or a day designated as the "in lieu of" holiday), is entitled

to basic pay plus premium pay equal to the rate of basic pay for the holiday work. Holiday pay is limited to the number of hours normally scheduled for that day.

(2) A part-time employee under a CWS program is entitled to holiday pay only for work performed during his/her compressed work schedule on a holiday. A part-time employee, scheduled to work on a day designated as an "in lieu of" holiday for full-time employees, is not entitled to a premium for work performed on that day.

e. Night Pay.

(1) General Schedule (GS) employees. An employee is entitled to night pay for regularly scheduled nightwork performed between the hours of 1800 and 0600.

(2) Federal Wage System (WG) employees. An employee is entitled to pay at his/her scheduled rate plus a night differential amounting to 7 1/2 percent of that scheduled rate for regularly scheduled nonovertime work where a majority of the hours of work occur between 1500 and midnight; or, a 10 percent differential for regularly scheduled nonovertime work where a majority of the hours of work occur between 2300 and 0800.

f. Sunday Pay.

(1) A full-time employee who performs nonovertime work during a period of duty, a part of which is performed on Sunday, is entitled to Sunday pay for his/her entire period of duty on that day.

(2) A part-time employee is not entitled to Sunday pay.

g. **Sick and Annual Leave.** Leave will be charged in actual hours absent according to the employee's CWS schedule.

h. **Tour of Duty Guidelines.** Authorized CWS employees will have fixed schedules, subject to supervisory approval and the following requirements:

(1) A CWS tour of duty will be performed between 0600 and 1800 and will include the core hours of 0900 to 1500.

(2) Rest and uncompensated lunch periods for CWS are governed by applicable law, regulation and negotiated agreements, except that no more than two rest periods will be authorized during a CWS tour of duty.

i. Enrollment Procedures.

(1) Current employees may enroll in a permanently implemented CWS in writing using the suggested format at Appendix A, at least one pay period in advance. Enrollments shall be for a minimum of two pay periods.

(2) New employees may elect to participate in a permanently implemented CWS in writing using the suggested format at Appendix A, on their first day on duty without advance notice. Any enrollment shall be for a minimum of two pay periods.

(3) After two pay periods, participating employees may withdraw from CWS and revert to a regular tour of duty, in writing, effective at the beginning of the next pay period. Employees who withdraw from a permanently implemented CWS shall be ineligible to re-enroll in CWS for a minimum of two pay periods.

(4) Supervisors may waive the two pay-period requirement for hardship or other good cause; however, no employee shall be granted more than one waiver in any 12-month period.

j. Scheduling Procedures.

(1) CWS scheduling, to include "off-days" and backup for absent employees, will be managed at work center level, with employee input and supervisor approval. Schedules will be fixed in advance, and adjusted only to provide "in lieu of" holidays to accommodate holidays. Off-days must be taken in the pay period and cannot be accumulated across pay periods.

(2) Employees may change CWS schedules or off-days with supervisor approval. CWS schedules will not be changed solely to save leave or create extended weekends. Supervisors may direct changes in working hours or off-days, or return an employee or group of employees to regular work schedules when warranted by mission requirements. When practicable, employees will be advised of directed changes in established CWS tours of duty in advance of the administrative workweek.

(3) CWS employees on TDY will work the schedule of the TDY location, their CWS tour of duty, or the basic workweek of five 8-hour days, whichever is determined by their supervisor to be most advantageous to the government. Employees abusing CWS/ TDY will lose eligibility to participate.

(4) Where multiple CWS requests conflict, supervisors may consider the following in deciding which request to approve:

(a) Mission requirements.

(b) Skills needed.

(c) Each employee's past performance, to include attendance record and demonstrated ability to work independently without close supervision.

k. Employee Responsibilities. Participating employees --

(1) Must be present for duty during CWS hours, except for excused absences or leave.

(2) Must account for 80 hours of duty time each pay period. Excused absences and leave periods are included in determining accrual of the 80 hours.

l. Proposals for New CWS.

(1) Either "5-4/9" or "4/10" CWS may be proposed, but work centers may not test or implement both at the same time. CWS may be proposed, tested or implemented in a FWS work center.

(2) Proposals for new CWS must include a test period of at least 6 months, but no more than 1 year, with mid-term and end-term evaluations. CWS tests will remain in effect pending results of evaluations and decisions of the approval authority.

(3) Directors shall consult with the Personnel Management Support Office (PMSO) on proposals for new CWS, and shall obtain the comments/ recommendations of PMSO prior to seeking approval to test a CWS.

m. Evaluation.

(1) Supervisors, Union representatives and employees will be asked to evaluate CWS test programs, and may be asked to evaluate permanently implemented CWS programs, for effectiveness and impact on mission accomplishment. Aspects to be considered include:

(a) Impact on productivity.

(b) Impact on service to the public/customers.

(c) Impact on the cost of operations.

(d) Impact on leave use.

(e) Impact on absenteeism or tardiness.

(f) Impact on morale of work force.

(g) Impact on supervisory administrative requirements.

(h) Impact on participation in carpools.

(i) Recommendations to continue, modify, or drop CWS.

(2) Mid-term evaluations will be forwarded through the PMSO to the approval authority with recommendations from the work center supervisor and the Union to continue the test, discontinue the test, or modify the CWS and extend the test, if necessary, to evaluate the modifications.

(3) End-term evaluations will be forwarded through the PMSO to the approval authority with recommendations from the work center supervisor and the Union to implement permanently, disapprove the CWS, or modify the CWS and extend the test, if necessary, to evaluate the modifications.

9. CREDIT HOURS.

a. **Authority.** Directors are authorized to approve a Credit Hour Program in their work centers IAW this regulation. Credit hours may be worked only by employees covered by FWS programs.

b. **Scope.** Credit hours are worked at the option of the employee; they are distinguished from overtime hours in that they are not officially ordered in advance by management. The employee's right to use earned credit hours is subject to supervisor approval.

c. **Tour of Duty Guidelines.** The provisions of paragraph 7c above, apply to the Credit Hour Program. Credit hours are to be counted as a part of the basic work requirement to which they are applied. An employee is entitled to his/her rate of basic pay for credit hours, and credit hours may not be used by an employee to increase his/her entitlement to overtime pay. Unlike compensatory time, credit hours do not convert to overtime pay after a set number of pay periods.

d. Procedures.

(1) Employees are authorized to accrue up to 24 credit hours that may be carried forward from pay period to pay period. Any credit hours worked in a pay period that exceed 24 or will cause the employee's accrued carryover balance to exceed 24, must be taken during that pay period or they will be lost.

(2) Current employees may request to work credit hours by submission of a written request (sample at Appendix C) to their immediate supervisor not later than close of business on the Thursday prior to the beginning of the administrative workweek in which the employee desires to work credit hours. The employee will specify days, number of credit hours, and times credit hours will be worked. The employee will also include a brief statement on planned work accomplishments for the credit hours being requested.

(3) The immediate supervisor will recommend approval or disapproval of the request and forward to the Commander/Director for decision. The supervisor will ensure there is sufficient work and need for the employee to perform prior to recommending approval of the request for credit hours. If approved, the supervisor will maintain a copy of the request with the timecard.

(4) Request to take credit hours will be submitted to the immediate supervisor on Standard Form 71 (Application for Leave.) Employee will check the "other" block, in block 5 of the form, specify "credit hours", and complete the remaining information as appropriate.


(5) The immediate supervisor will approve/ disapprove the employee's request to take credit hours. The supervisor will notify the employee of the decision and maintain the SF 71 with the timecard.

Suggested Improvements. Send comments and suggested improvements to the Fort Eustis Personnel Management Support Office (PMSO), Fort Eustis, Virginia 23604-5000.

FOR THE COMMANDER:

OFFICIAL:

JOHN E. RILEY, JR.
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APPENDIX A

SUGGESTED FORMAT FOR COMPRESSED WORK SCHEDULE (CWS) REQUEST

(Office Symbol)

(Date)

MEMORANDUM THRU Immediate supervisor

FOR DIRECTOR (activity name)

SUBJECT: Request for Compressed Work Schedule (CWS)

1. Request permission to work a compressed work schedule (specify 5/4/9 or 4/10) as follows: (NOTE: The following example is for a 5/4/9 schedule).

- a. 0730 to 1700 (9 hours per day plus 1/2 hour lunch) Monday through Thursday.
- b. 0730 to 1600 (8 hours plus 1/2 hour lunch) on the first Friday of the pay period.
- c. Second Friday of the pay period designated as the regular day off.

2. Please indicate your approval of this request in the space provided below.

(Employee Name)

(Office Symbol) 1st End(Date)

(Director's address line)

THRU Supervisor

FOR (employee name)

Your request for CWS is (approved/disapproved). (If disapproved, provide reason). (If approved with modification of hours of work or designation of regular day off, provide explanation).

(Commander/Director's Signature Block)

APPENDIX B

SUGGESTED FORMAT FOR FLEXIBLE WORK SCHEDULE (FWS) REQUEST

(Office Symbol)

(Date)

MEMORANDUM FOR (supervisor)

SUBJECT: Request for Flexible Work Schedule (FWS)

1. Request permission to work a flexible work schedule of 0830 to 1730 daily with a one hour lunch from 1230 to 1330.
2. Please indicate your approval of this request in the space provided below.

(Employee Name)

(Office Symbol) 1st End

(Date)

(Supervisor's address line)

FOR (employee name)

Your request for a FWS is (approved/disapproved). (If disapproved, provide reason). (If approved with modification of hours of work or designation of lunch period, provide explanation).

(Commander/Director's Signature Block)

APPENDIX C

SUBJECT: Request to Work Credit Hours

(Office Symbol)

(Date)

MEMORANDUM THRU (supervisor)

FOR DIRECTOR (activity name)

SUBJECT: Request to Work Credit Hours

1. Request permission to work credit hours on the following days to perform (employee provides a brief statement on planned work accomplishments):

- a. Tuesday, XX May 1994, 1600 to 1800 , for a total of 2 credit hours.
- b. Wednesday, XX May 1994, 1600 to 1800 , for a total of 2 credit hours.

2. Please indicate your approval of this request in the space provided below.

(Employee Name)

(Office Symbol) 1st End

(Date)

(Commander/Director's address line)

THRU (supervisor)

FOR (employee name)

Your request to work credit hours is (approved/ disapproved). (If disapproved, provide reason, such as insufficient work, etc). (If approved with modification of number of hours authorized, provide explanation).

(Commander/Director's Signature Block)

NOTE: (Must be submitted NLT COB on Thursday prior to beginning of administrative workweek in which the employee desires to work)